

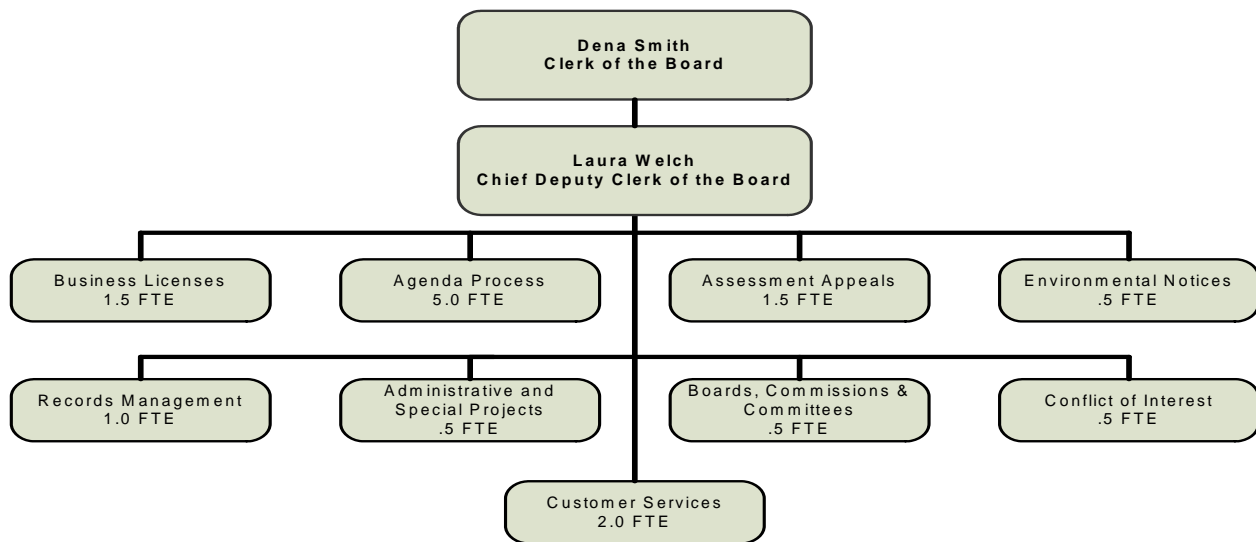
CLERK OF THE BOARD

Dena M. Smith

I. MISSION STATEMENT

In support of the County Board of Supervisors, and in service to the public and fellow county staff, the Clerk of the Board of Supervisors (COB): prepares and maintains records of actions taken by the Board of Supervisors; oversees membership of the county's boards, commissions and committees; licenses businesses operating in the county unincorporated areas; and facilitates the filing and hearing of appeals of assessed property valuations. Our service priorities are timeliness and accuracy. Our service commitments are courtesy and respect.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The COB coordinates and prepares agendas, minutes, legal notices and related documents for all meetings and hearings of the Board of Supervisors, Redevelopment Agency, County Economic and Community Development Corporation, County Industrial Development Authority, and In-Home Supportive Services Public Authority. The COB also updates the County Code and maintains current and historical records of all ordinances, resolutions, contracts, agreements and other official actions taken by the Board.

This office works with the Board of Supervisors, county departments and non-county agencies to maintain the database of members for more than 240 county advisory boards, commissions and committees (BCCs). Responsibilities include posting of scheduled and unscheduled vacancies and the annual review and recommendation to the Board for the continuation or dissolution (sunset review) of specific BCCs. The COB is secretary to the City Selection Committee, assisting cities with their selection of representatives to serve on regional committees such as Local Agency Formation Commission (LAFCO) and South Coast Air Quality Management District (SCAQMD). This office also maintains the Roster of Public Agencies, which includes information about all the public agencies and governing boards in the county.

Pursuant to state law and county code, the COB maintains financial disclosure (Conflict of Interest of Form 700) documents for specified county officials, school districts, employees and members of the BCCs.

In accordance with State Board of Equalization requirements, the county Assessment Appeals Board hears and adjudicates disputes regarding property valuation. The COB provides staff support for the assessment appeal hearings and serves as the liaison among property owners, the County Assessor and the Assessment Appeals Board.



The County of San Bernardino requires that certain businesses operating within the county unincorporated areas obtain business licenses and the COB receives, processes and issues new and renewal licenses. This office also posts environmental notices and notices of state/local meetings and hearings, receives summonses, complaints, planning appeals, requests for tax refunds, and responds to hundreds of requests for information and documents on behalf of the Board of Supervisors and/or the County of San Bernardino.

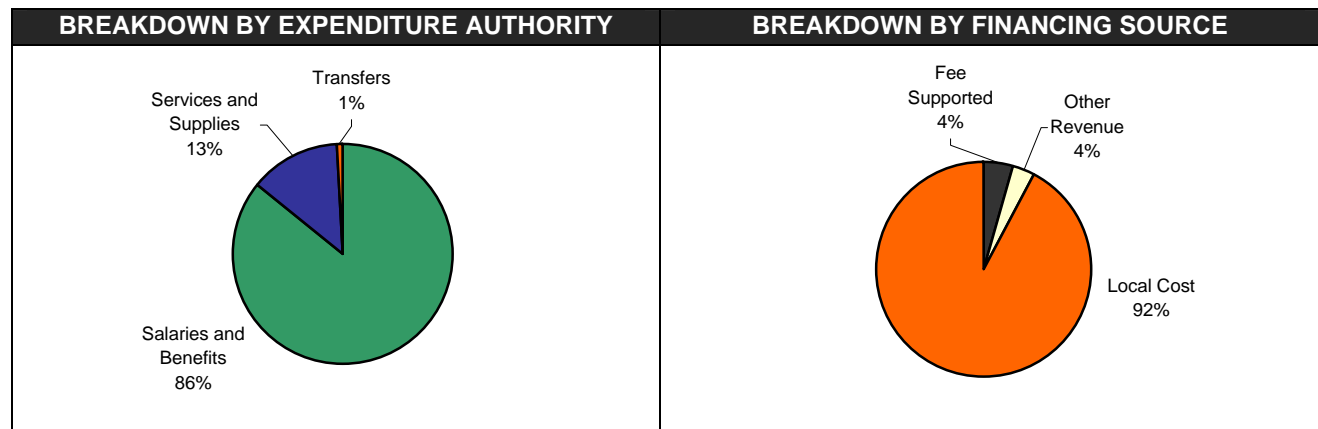
IV. 2005-06 ACCOMPLISHMENTS

- Successfully completed Requests for Proposals for technology projects and began technology upgrades.
- Coordinated implementation and tracking of state-mandated ethics training for the Board of Supervisors and members of the county's Boards, Commissions and Committees.
- Documented and streamlined procedures for business licenses.
- Established ongoing collaboration with Board of Supervisors, County Administrative Office and County Counsel for development and implementation of procedures to improve operations.

V. 2006-07 SUMMARY OF BUDGET UNITS

	2006-07			
	Appropriation	Revenue	Local Cost	Staffing
Clerk of the Board	1,288,039	101,209	1,186,830	15.0

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPLEMENT TECHNOLOGICAL IMPROVEMENTS TO INCREASE OPERATIONAL EFFICIENCY AND ENHANCE STAFF AND PUBLIC ACCESS TO BOARD OF SUPERVISORS AGENDA AND RELATED INFORMATION

Objective A: Reduction in the amount of time needed to prepare and process the Board of Supervisors agenda and related items.

Objective B: Provide public access via the internet to live and archived videos of Board of Supervisors meetings.



MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
1A. Percentage reduction of staff time required to process agenda and related transactions (30 minutes per item in 2006-07).	N/A	5%	0%	5%
1A. Percentage of items with "turnaround" time within 10 working days for post-meeting processing/department receipt of completed agenda items	NEW	NEW	NEW	75%

Status

One stated objective for 2006-07 was to decrease staff time required for processing of the agenda and related transactions. However, the only historical performance measurement data for the department were related to the volume of items and not processing times. Therefore in 2006-07 the department is identifying and collecting baseline efficiency measures (average amount of staff time required to process various types of transactions). This data will be critical in evaluating the impact and effectiveness of procedural and technology improvements planned for implementation in 2007-08. Along this line, the department will be working towards the establishment of a customer service standard for "turnaround time" on Board transactions. Anecdotal information from departments is that items had been taking 2-4 weeks to be received. The department's objective will be to have 75% of items processed and back to the departments within one to two weeks of the Board of Supervisors meeting. Once attained, this service commitment should lead to a reduction in the number of "rush" requests receive from the departments.

GOAL 2: IMPROVE BUSINESS LICENSE PROCESSES AND PROCEDURES

Objective A: Work with Land Use Services on the use of the permit system for tracking and processing of business licenses.

Objective B: Establish and maintain inter-departmental review of business license processes and procedures.

Objective C: Improve compliance with business licensing requirements.

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
2A. Percentage reduction of turnaround time for processing of new and renewal business licenses (6 weeks in 2005-06).	N/A	15%	15%	20%
2B. Percentage of business license processes and procedures reviewed.	N/A	50%	100%	N/A
2C. Percentage of business in unincorporated areas that are licensed.	NEW	NEW	18%	35%

Status

Another stated objective for 2006-07 was to decrease processing time for business license applications. For this business line, there was no mechanism for monitoring volume or efficiency data. By reviewing and updating business license processes and procedures (internal COB procedures as well as those in place for the other departments involved in the issuing of permits for businesses in the unincorporated areas of the county) the department was able to identify ways to streamline and improve the licensing process. As a result, the average processing time has been reduced from more than 6 weeks down to 5 weeks. Although the department has not yet moved on to the Land Use Services permitting system, a basic business license database has been established which tracks the numbers and types of license applications received and processed. This has also provided baseline data related to compliance with licensing requirements (i.e. identifying businesses operating without a license or with an expired license). This has led to the establishment of a new objective (2C) related to improving compliance with licensing requirements.



VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Policy Item 1: The department received \$53,306 in ongoing funding to maintain clerical support for the preparation and processing of the Board of Supervisors Agenda, maintenance of the County Code and research/responses related to Public Records Act requests.

Status

This approved policy item maintained the status quo for COB staffing and was not related to specific operational improvements.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department is not requesting any additional general fund financing for 2007-08.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
1. Business License Fee increase: The COB is requesting that business license fees be increased by approximately 3% across the board. We are seeking an additional \$10 fee increase for licenses that require a photo of the licensee as this photo will now be taken and processed by the COB	The requested adjustments will allow the department to recover increased costs for staff time related to processing of business licenses as well as equipment and staff costs related to the new photo procedure.
2. Documentary Handling Fee increase from \$35.00 to \$50.00 for California Environmental Quality Act (CEQA) filings to the State Department of Fish and Game.	This fee increase is being implemented pursuant to Senate Bill 1535 which established a new rate for the handling of Notices of Exemption and Notices of Determination.

If there are questions about this business plan, please contact Dena M. Smith, Clerk of the Board of Supervisors at (909) 387-3848.



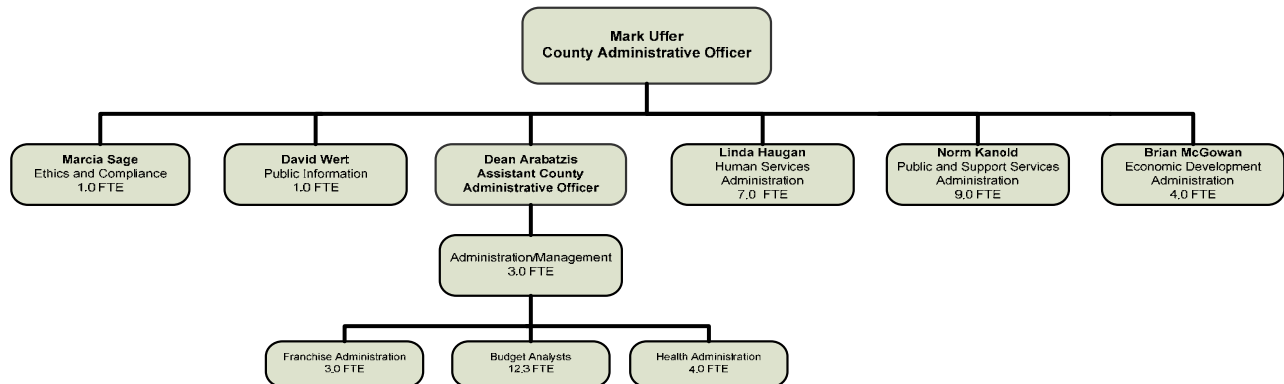
COUNTY ADMINISTRATIVE OFFICE

Mark H. Uffer

I. MISSION STATEMENT

The mission of the County Administrative Office (CAO) is to maximize constituent services and satisfaction by developing and implementing budgets, policies, and procedures, and by directing and/or coordinating departmental activities according to the County Charter, general laws, and to meet the strategic goals adopted by the Board of Supervisors.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The CAO is responsible to the Board of Supervisors for the general administration and coordination of all county operations and programs, together with the preparation and administration of the county budget.

The CAO oversees the operations of county departments whose department heads are appointed by the Board of Supervisors or County Administrative Officer, and assists in the coordination of activities of departments headed by elected officials. Additionally, the CAO oversees the Public and Support Services Administration (PSSG), Human Services Administration, and Economic Development Administration. PSSG departments plan and implement facility and infrastructure development and maintenance programs (roads, flood control, buildings); provide public services in unincorporated communities (planning, fire, special districts, parks, museums); and serve departmental needs (vehicles, space, leasing). Human Services departments are responsible for the county social service programs under applicable mandatory federal and state regulations. These departments are Transitional Assistance, Children's Services, Adult Services, Preschool Services, Child Support Services and Veterans Affairs. Economic Development departments seek to facilitate economic growth within the county through programs that enhance workforce skills, infrastructure, business development and attraction, housing opportunities and community development projects. These departments are Community Development and Housing, Economic Development, the Redevelopment Agency, and Workforce Development.

Within the CAO resides a Health Administration function that provides administrative oversight for the health related departments and seeks to expand and coordinate collaborative opportunities among those departments. Health Administration also coordinates major health financing issues, such as realignment, medical center debt financing, and disproportionate share hospital funding.

The CAO is also responsible for coordinating county activities with other local government entities, including cities and other counties.

Finally, the CAO is responsible for the county's long-term debt functions and capital improvement program.



IV. 2005-06 ACCOMPLISHMENTS

- Introduced the Service FIRST customer service program in which 4,564 employees were trained through June 30, 2006.
- Improved the budget process by publishing the first annual countywide Business Plan, which was used as the first step in the development of the annual county budget.
- Introduced the enhanced Economic Development Program through the hiring of a new Economic Development Agency Administrator.
- Hired a new Chief County Compliance and Ethics Officer to usher in the newly developed Ethics and Compliance Office.
- Introduced the County Reel prior to Board meetings in order to communicate county information on a visual platform to a waiting audience.
- Introduced e-mail subscription service giving instant access to county documents and website updates available to the public at large.
- Introduced RFP and managing contract for countywide public education and awareness campaign, enabling the development and implementation of further strategies for effective outreach to county audiences.
- Received from the Inland Empire Chapter of the American Red Cross the Humanitarian Award and a National Achievement Award from the National Association of Counties for the county's efforts in 2005 to assist the victims of Hurricane Katrina, particularly the people of Gulfport, Mississippi, a community the county officially adopted following the devastating storm.
- Played active role in the coordination and executive management of the Golden Guardian Terrorism Exercise of 2006, hosted by the Office of Emergency Services in collaboration with the Governor's Office of Homeland Security and the Governor's Office of Emergency Services.
- Purchased and renovated a privately-owned 700-bed prison in the City of Adelanto to address the negative effects of the growing county jail population. The acquisition of the Adelanto facility had an immediate impact on making the streets of San Bernardino County safer.
- Human Services increased efficiency, improved customer service, and reduced overhead costs by consolidating operations and eliminating 35,000 square feet of office space at a savings of \$630,000 per year.
- As a result of ongoing efforts at the state and local level to enhance C-IV and other automated systems, Human Services has successfully streamlined many business processes, enhanced reporting capabilities, and improved reporting accuracy.
- Implemented new CAO reorganization creating the Public and Support Services Group, providing for a consolidation of 10 public services departments and 4 support services departments under one agency.
- Completed CAO/County Fire reorganization application to Local Agency Formation Commission, which was approved by the Board on July 26, 2005.
- Master planning for office space needs in the downtown San Bernardino area made progress with a January 2006 presentation to the Board during its Strategic Planning retreat and again during the budget presentation in May. The Board indicated its desire to invest in new buildings to create the necessary space in the downtown area. Additional workshops will be held in 2006-07 to finalize the site selection and building design concept.



V. 2006-07 SUMMARY OF BUDGET UNITS

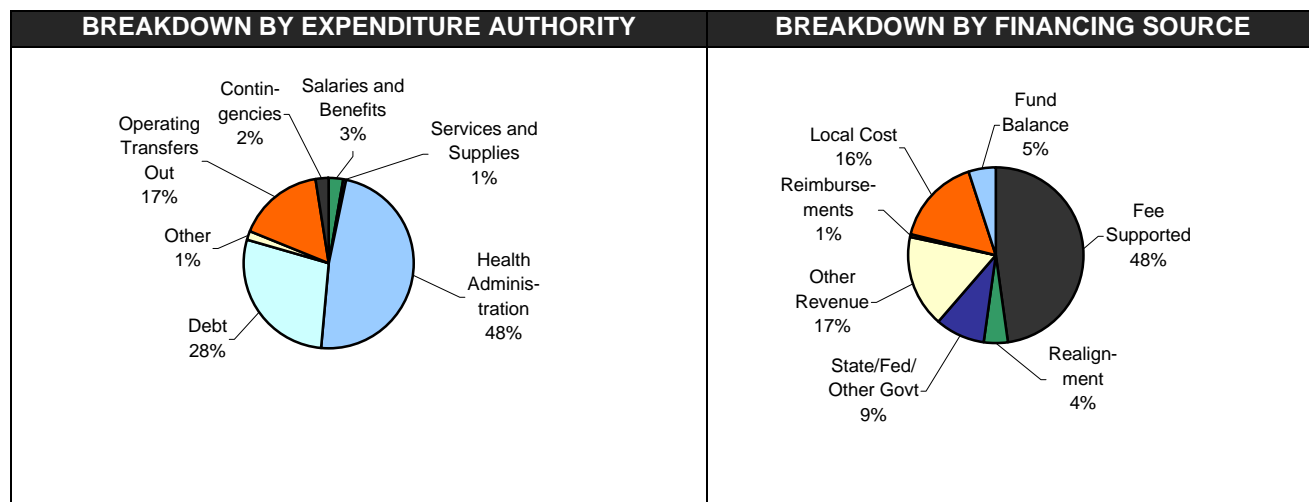
	2006-07				
	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
County Administrative Office	4,265,651	-	4,265,651		21.3
Franchise Administration	295,845	-	295,845		3.0
Litigation	388,681	-	388,681		-
Joint Powers Leases	21,137,293	-	21,137,293		-
Health Administration	157,188,824	142,188,824	15,000,000		4.0
Medical Center Lease Payments	54,023,686	54,023,686			-
Master Settlement Agreement	29,851,043	16,423,588		13,427,455	-
Federal Forest Reserve	74,869	67,701		7,168	-
Public and Support Services Administration*	1,925,919	-	1,925,919		10.0
Human Services Administration**	1,254,421	1,066,258	188,163		8.0
Economic Development ***	630,020	-	630,020		5.0
TOTAL	271,036,252	213,770,057	43,831,572	13,434,623	51.3

*Detail of this budget is in the Public and Support Services Section.

**These costs are included in the Human Services Administrative Claim budget unit in the Human Services Section.

***These costs are included in the Economic Development budget unit in the Economic Development Section.

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: FACILITATE, SUPPORT, AND ENSURE THE IMPLEMENTATION OF DECISIONS BY THE BOARD OF SUPERVISORS.

Objective A: Provide comprehensive and timely analysis and recommendations regarding emerging legislation, funding impacts, trends, and issues.

Objective B: Conduct regular Board briefings to keep each supervisor apprised of changing events and their impact on county operations and resources.

Status

This first goal was chosen in 2006-07 in order to enhance the quality of service provided to the Board of Supervisors by the CAO. As the administrative arm of the Board of Supervisors, it is the responsibility of the CAO to provide support for the Board's decisions and to carry out those decisions with efficiency and effectiveness. In order to do so, the CAO must provide the Board with timely and accurate information that will aid in their decision making process. Completion of the objectives for the first goal helped to guarantee that the Board received valid information in a timely manner from the CAO throughout 2006-07. Because this goal and its objectives are always pertinent to the CAO's mission, it will continue to be a goal in 2007-08.



GOAL 2: PROMOTE THE EFFECTIVE AND EFFICIENT DELIVERY OF COUNTYWIDE SERVICES THROUGH THE USE OF CONTEMPORARY MANAGEMENT TOOLS.
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- Objective A: Implement countywide strategic planning, which includes cross agency planning.*
- Objective B: Utilize collaborative leadership to integrate services and improve service delivery outcomes.*
- Objective C: Continue to develop and improve the San Bernardino County Business Plan in order to support the annual budget plan and evaluate the progress of county departments.*
- Objective D: Continue to promote and develop the performance measurement system to monitor the effectiveness of county programs and strategic planning.*
- Objective E: Continue long-term forecasting to better prepare the county for future uncertainties.*
- Objective F: Continue monthly reports to better inform county management of current year budget performance.*
- Objective G: Continue to promote strong customer service skills for all county employees through the Service FIRST program.*

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
2D. Percentage of departments implementing the performance measurement system.	N/A	100%	100%	100%

Status

One responsibility of the CAO is to oversee the operations of the various county departments. In its oversight, the CAO seeks to promote the improvement of business processes so that each department can provide more services efficiently and effectively, using fewer dollars, and with a higher level of quality. Throughout 2006-07, the CAO has continued to promote and develop the performance measure system. Through the countywide business plan, this office has required each department to provide performance measurements for their annual objectives. In addition, departments are now required to create measurements that will keep them accountable for how they will use additional general fund money approved by the Board of Supervisors. It is believed that the continued integration of performance measures by each department will help to improve the services of the departments.

A new objective chosen for 2007-08 is to continue to promote the Service FIRST program initiated in the Spring of 2006. This customer service program was established with the intention of training all staff in the county's service standards, providing methods for holding staff accountable to these standards, and developing programs which will reward staff who excel at customer service. The continued development of this program in 2007-08 is an important step in the ongoing process of improving county services.

GOAL 3: ENSURE THE OVERALL FINANCIAL HEALTH OF THE COUNTY OF SAN BERNARDINO.

- Objective A: Maximize the use of county resources to ensure that they are effectively and productively used.*
- Objective B: Increase revenue secured by the county from external sources.*
- Objective C: Protect existing revenues and ensure ongoing costs are paid by ongoing revenue.*
- Objective D: Maintain adequate county reserves and ongoing set asides.*
- Objective E: Maintain solid working relationships with rating agencies, investors, and insurers.*



MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
3D. Percentage increase of ongoing set asides.	N/A	10%	98%	10%

Status

An important goal of the CAO is the continuance of financial assurance for the County of San Bernardino. The financial health of the county is essential in order to guarantee that services are provided to its citizens. In 2006-07, the CAO, through its newly hired Grant Coordinator, has helped departments to aggressively pursue alternate funding sources to support their services.

One of the many ways the CAO is continuing to seek financial security is by maximizing the use of county resources. The CAO is currently maximizing the use of county resources through a new building program. Rather than leasing office space, the county is looking to purchase nearly one-half million square feet of new office space in the downtown San Bernardino and Victor Valley areas. Through a purchase rather than a lease building program, the county will be using necessary office space as an investment rather than an additional county cost. To prepare financially for this building program, \$20.0 million in ongoing resources will be set aside annually. This additional \$20.0 million per year also helps to guarantee the accomplishment of the CAO's objective of maintaining adequate county reserves.

GOAL 4: COMMUNICATE COUNTYWIDE OPERATIONS IN AN EFFECTIVE MANNER.

Objective A: Continue to promote the new e-mail subscription service by GovDelivery Inc., which allows anyone visiting County websites to sign up and receive free e-mail updates on a variety of County topics.

Objective B: Continue to improve upon the presentation of the annual Budget Book and receive the Government Finance Officers Association's Distinguished Budget Presentation Award.

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
4A. Percentage of County department websites offering e-mail subscription services through GovDelivery, Inc.	NEW	NEW	65%	100%

Status

The CAO's mission statement promotes the maximization of constituent services and satisfaction. In order to accomplish this important mission, the county's operations must first be known by its constituents. Increasing resident awareness of county operations, including how to access services, is vital to the continuing promotion of effective and efficient delivery of county services.

For these reasons, a new goal of effectively raising resident awareness of county operations has been chosen. Although the county currently does a commendable job at conveying itself to the public, the CAO is always looking for ways to get across the county's message even more clearly. One way in which the county is moving forward in this effort is through the purchase of a new e-mail subscription service run by GovDelivery Inc. This service will allow any person who visits a county website to sign up and receive free e-mail updates on a variety of topics. From September to November of 2006, the county averaged 113% subscriber growth monthly on the available sites, indicating a desire from subscribers for up-to-the-minute information availability. As an objective for 2007-08, the CAO will continue to encourage departments to utilize this new and important service in order to further ensure their services and web information updates are readily available to the public.

In addition to the new e-mail subscription service, the CAO has looked to improve its effectiveness at communicating its financial affairs through the pursuit of the Government Finance Officers Association's *Distinguished Budget Presentation Award* for its "2006-07 Final Budget Book". Through seeking this award, the CAO was compelled to improve the way in which it presents its financial affairs to the public. As an objective for 2007-08, the CAO will continue to pursue this prestigious budget award.



GOAL 5: INCREASE EMPLOYEE AWARENESS OF AND COMPLIANCE WITH THE COUNTY'S ETHICS PROGRAM.
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Objective A: Develop an ethics and compliance training program designed to reach every county employee.

Objective B: Develop a communications program designed to increase County employees' awareness of the new Ethics and Compliance Program.

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
5A. Percentage of county budget groups currently participating in ethics and compliance training.	NEW	NEW	9%	100%
5B. Percentage of county employees receiving ethics and compliance materials.	NEW	NEW	0%	100%

Status

It is the desire of the San Bernardino County Board of Supervisors to be the most open and ethically-minded local government in the United States. Toward this end the CAO hired a Chief County Ethics and Compliance Officer in 2005-06 tasked to create, implement and oversee a countywide ethics and compliance program. One of the duties assigned to the Ethics and Compliance Officer was to design a new public service ethics training module for incoming employees. That goal having been met, the County Administrative Office will now extend its training commitment to make sure current county employees also receive ethics and compliance training. For 2007-08, the goal is to develop a customizable training program tailored to meet the needs of each county budget group.

The CAO is also committed to maximizing awareness of the county's new ethics and compliance program. The goal for 2007-08 is to design and publish (a) a new ethics and compliance website, also accessible by the public and (b) a series of printed materials promoting the county's ethics code and standards of conduct as well as the Ethics and Compliance Program itself.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Policy Item 1: Increase of \$269,600 in ongoing funds and \$14,200 in one-time funds to add AutoCAD electronic floor plan drawings for additional county facilities in order to help complete automation of the Computer Aided Facilities Management program (CAFM).

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
P1. Percentage of county-owned and leased buildings with electronic format (AutoCAD) floor plan drawings. (The county has 9.7 million square feet of owned and leased facilities).	25%	35%	30%	40%

Status

In 2006-07, the CAO received this additional funding to hire two positions to improve the building inventory, centralize the database for capital planning activities and information, and track facility condition data with inventory, preventative maintenance schedules, and energy management systems.

Since this additional funding was received, one position was filled in the Information Services Department to support this project. The second position, an Asset Management Analyst, which is critical to meeting the objective to add AutoCAD electronic floor planning drawings for additional county facilities, required the establishment of a new job classification. A list of qualified applicants were interviewed in November 2006 and the position filled mid-December 2006. Due to the delay in hiring this position, the CAO is estimating only 30% of the buildings will have electronic drawings in 2006-07. Additional funding for software upgrades, annual maintenance and training have been achieved and continue to be ongoing activities for the complete automation of CAFM.



IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

2007-08 OBJECTIVES FOR POLICY ITEMS	2007-08 POLICY ITEMS
1. See Below	<p>A. Restore recent budget cuts experienced by the University of California Cooperative Extension to allow for restoration of a part-time employee who will provide leadership and support to the Master Gardener program.</p> <p>Additional Funding Requested: \$40,000 of ongoing funds.</p>
2. See Below	<p>A. Provide funding to contract professional services for an ongoing and comprehensive public awareness campaign to promote county services and operations to the general population.</p> <p>Additional Funding Requested: Estimated- \$400,000 in ongoing funds</p>

The county has historically provided funding to support University of California Cooperative Extension (UCCE) programs. However, the amount of the county's support has dwindled in recent years (from \$100,000 in 2002-03 to the current level of \$59,876). The Master Gardener program has been the most impacted by these funding reductions.

The Master Gardener program provides gardening and horticulture information to the residents of San Bernardino County by trained volunteers who disseminate university research-based information to the public. In San Bernardino County, the UCCE has had a Master Gardener program for over twenty years (among the oldest in the state). Each year, Master Gardener volunteers are trained under the direction of a UCCE advisor. They receive training in botany, horticulture, pest management, efficient irrigation practices, and water conservation.

Prior budget cuts have forced the UCCE to eliminate a part-time person and reduce a full-time clerical position by 40%. The part-time employee had been providing leadership and support to the program. Of the thirty-six county-based Master Gardener programs statewide, San Bernardino County is one of only two programs that is coordinated completely by volunteers. In addition, the budget cuts required the UCCE to reduce program support to its advisors, as well as decrease supplies for all UCCE programs.

The first policy item request is for additional funding to restore budget cuts experienced by UCCE between 2003 and 2005. The amount being requested is \$40,000, which would bring the county's support back up to the \$100,000 funding level.

The second policy item request was chosen because providing vital public services to the residents and businesses of San Bernardino County is one of the County's highest priorities. As a public service organization, the County operates best when the people it serves and the employees who provide services are aware and informed of services available and how to access those services. The County Administrative Office-Public Information is charged with keeping the general public, along with departments, agencies and staff, educated about and aware of services, programs and operations throughout the County. Several factors, including the massive geography and evolving demographics of the County, require a comprehensive and coordinated effort to ensure the promotion of services, programs and operations countywide.



MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
P1. Percentage increase in the number of master gardeners trained.	NEW	NEW	NEW	10%
P1. Percentage increase in the number of educational contacts.	NEW	NEW	NEW	10%
P2. Percentage of targeted audiences reporting awareness of county services and operations, including how to access county services.	NEW	NEW	NEW	65%

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact Mark H. Uffer, County Administrative Officer, at (909) 387-5418.



COUNTY COUNSEL

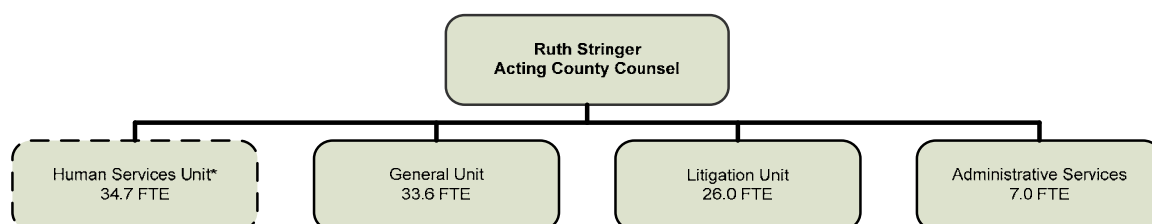
Ruth Stringer

Acting County Counsel

I. MISSION STATEMENT

To serve and protect the county, its treasury, and its governing body, by providing timely and accurate legal services and aggressively representing the county in litigation. Legal services shall be performed maintaining the highest professional and ethical standards while fostering high morale and productivity in the work place through collaborative efforts dedicated to continuous improvement.

II. ORGANIZATIONAL CHART



* These positions are budgeted in the HS Budget Unit.

III. DESCRIPTION OF MAJOR SERVICES

County Counsel provides civil legal services to the Board of Supervisors, County Administrative Department, County departments, commissions, special districts, and school districts. County Counsel also provides legal services to various joint powers authorities and represents the courts and judges on certain matters. In performing its duties, the County Counsel's Department is divided into three operational units: the Litigation Unit, the Human Services Unit, and the General Unit.

The Litigation Unit handles tort and civil rights litigation, workers' compensation and code enforcement. This Unit is revenue supported. All Litigation Unit clients are billed by the hour for services; the largest client of this Unit is Risk Management.

The Human Services Unit is the next major unit within County Counsel. The Human Services Unit is revenue supported through the Human Services budget and serves the HSG departments. A large portion of this Unit is dedicated to the litigation of juvenile dependency trial and appellate matters for the Department of Children's Services. All of the juvenile dependency litigation is work mandated by law. The remainder of the staff in this Unit serves as general legal counsel, including some litigation, for other HSG related departments and entities, such as the Departments of Aging and Adult Services, Transitional Assistance, Preschool Services, Jobs and Employment Services (welfare to work component), Child Support Services, and the IHSS Public Authority and Children and Families Commission.

The General Unit provides legal services to county departments supported by the general fund even though a substantial portion of the General Unit is revenue supported. The revenue supported General Unit attorneys are dedicated primarily to providing legal services to county departments (such as Sheriff and Human Resources) and outside governmental entities (such as SANBAG, OMNITRANS, and Special Districts) which pay for all or a significant portion of their legal services. The remaining General Unit attorneys and clerical staff are supported by the general fund. Therefore, in addition to the County Counsel, Assistant County Counsel and related clerical staff who are also general fund supported, the General Unit has only 10 general fund supported attorneys plus clerical staff dedicated primarily to providing legal services to the Board of Supervisors, County Administrative Department, and the county departments and other governmental entities that do not reimburse the department for legal services rendered.



IV. 2005-06 ACCOMPLISHMENTS

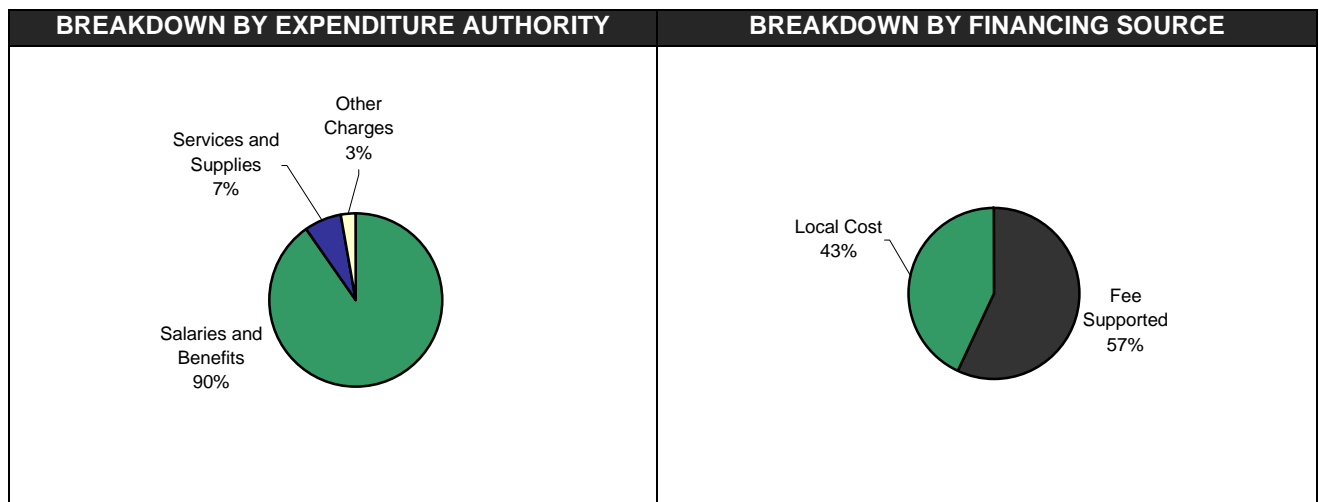
- Significant General Unit Accomplishments: Drafted and provided primary assistance to Planning and the Board for the adoption of the Off Highway Vehicle Ordinance (Ordinance No. 3973, effective July 1, 2006) and the Short-Term Private Home Rentals Ordinance (Ordinance No. 3988, effective September 21, 2006). Drafted and provided primary assistance to CAO and the Board for the adoption of Policy No. 02-14, Sharing Property Tax Revenues with Cities (Adopted on February 28, 2006) and its Standard Practice No. 02-14SP, Revenue Enhancement Zones (Adopted on June 6, 2006).
- Significant Human Service Group Unit Accomplishments: Drafted and provided assistance regarding the Regulation of Registered Sex Offenders Ordinance (Ordinance No.3993, effective December 7, 2006). Prepared approximately 90 appellate briefs and writs responses relating to child welfare and child dependency cases.
- Significant Litigation Unit Accomplishments: Developed summons and complain handbook for county staff. Trained Risk Management Division, Clerk of Board, CAO and Board Staff regarding service of summons and complaints and subpoenas.

ACCOMPLISHMENT CONFIDENTIALITY STATEMENT: Many of the most significant accomplishments of the Department of the County Counsel concern information and actions that are extremely sensitive, legally privileged and/or confidential attorney work product that cannot be divulged without the express consent of the Board of Supervisors.

V. 2006-07 SUMMARY OF BUDGET UNITS

	2006-07			
	Appropriation	Revenue	Local Cost	Staffing
County Counsel	10,640,844	6,051,944	4,588,900	67.6

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROVIDE ACCURATE, TIMELY AND RELIABLE DOCUMENT AND CONTRACT REVIEW AND LEGAL ADVICE FOR THEIR CLIENTS IN ORDER TO HELP THEM ACHIEVE THEIR OBJECTIVES.

Objective A: Complete contract reviews and revisions within two weeks of receipt.

Objective B: Respond to requests for other legal services, including drafting of legal analysis, by agreed upon target date.

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
1A. Percentage of contracts that are reviewed and revised within two-weeks of receipt. (2800 contracts as of 2005-06)	N/A	85%	90%	95%
1B. Percentage of clients who ranked satisfactory or above the advice they received by attorneys which was clear, relevant and timely.	N/A	85%	94%	95%

STATUS

This goal represents working with county departments and other clients to expedite accurate processing of our general advisory function when the County Counsel's Department is called upon to assist its clients in the performance of their obligations. If the efficiency of the County Counsel's Department is increased, it will amount to a cost saving for the county as a whole in the administration of day-to-day business.

County Counsel instituted a department-wide Contract Review Log requirement effective July 1, 2006. During the first quarter of 2006-07, the department conducted 803 contract reviews/revisions in which 90 percentile were done within the two-week target.

An annual client satisfaction survey was conducted and last year the department received a rating in the 90 percentile of completely satisfied with the services they received; as well as a 94% rating for relevant and timely service.

GOAL 2: PROVIDE EXEMPLARY LITIGATION SERVICES, BY DEFENDING ACTIONS AND DECISIONS, AND ADVOCATING POSITIONS OF OUR CLIENTS TO ASSIST THOSE CLIENTS IN ACHIEVING THEIR OBJECTIVES.

Objective A: Track incoming litigation cases with the goal of minimizing liability and maximizing county recovery; resolve cases with a positive outcome within liability targets.

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
2A. Percentage of cases being litigated that resulted in resolution in favor of the county or within liability targets. (438 cases as of 2005-06)	N/A	85%	90%	95%

Status

This goal represents working with county departments and other clients to ensure the department renders superior litigation services and tracks the effectiveness of the department by quantifying the results of litigation seeking damages and those cases where the county prevails and receives monetary awards.

Review both the annual client satisfaction survey as well as monthly and on the spot client satisfaction follow-up. With this on-going feedback we can immediately address client needs and assist clients in meeting their objectives. We resolve 90% of cases within the reserve set by our client Risk Management.



GOAL 3:	REPRESENT THE COUNTY AND ADVOCATE TO PROTECT THE INTERESTS OF THE CLIENT IN CASES INVOLVING CHILDREN REFERRED TO DEPARTMENT OF CHILDREN SERVICES.
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Objective A: Track and monitor cases with the goal of recording case outcomes for successful resolutions as determined by the department, to increase protection for abused and neglected children in our community.

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
3A. Percentage of juvenile cases being resolved with the desired outcome, as determined by the Department of Children's Services. (2252 cases as of 2006-07)	NEW	NEW	85%	90%

Status

This goal and objective represents working on behalf of the Department of Children's Services to litigate cases in the Juvenile Dependency court with a result that is a desired outcome, as determined by the department. As cases are resolved and closed, the increase in caseload will thereby be limited.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Policy Item 1: The department received \$200,000 in one-time general fund financing for an upgrade of the computer systems hardware and software. This upgrade will provide a more efficient Microsoft supported system.

Policy Item 2: The department received \$185,800 in ongoing general fund financing for 1.0 additional general unit advisory/transactional unit attorney. This attorney will serve the Board, County Administrative Department, and our other general fund clients to meet their growing legal needs.

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
P1. Upgrade Computer systems hardware/platform software.	N/A	50%	90%	100%
P2. Percentage increase of General Unit Attorney hours.	N/A	50%	50%	65%

Status

Currently the installation of approximately 50% of the computer system upgrade has been accomplished. The remaining items outlined in the plan are in the procurement process and will be purchased and 90% installed by the end of 2006-07.

Currently the department is in the recruitment and interview phase. The department anticipates having the attorney in place by January 2007.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

2007-08 OBJECTIVES FOR POLICY ITEMS	2007-08 POLICY ITEMS
1. Increase staffing by adding a general unit paralegal and Executive Secretary II. These positions will support the general unit attorneys that serve the Board, County Administrative Office, and other general fund clients, to meet their growing legal needs.	3. To manage and improve timely legal services to the Board, County Administrative Office, and other general fund clients. Additional Funding Requested: \$165,135



MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
1. To improve production by 10% in meeting the general unit's support needs; so we can meet our clients' needs for timely legal services.	NEW	NEW	NEW	10%

X. 2007-08 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
1. In 2007-08 the department will propose inflationary increases in fees to recover cost increases.	With fee increases, the department can maintain current levels of service.
2. The department will propose a fee increase to recover actual costs as well as bring fees into alignment with COWCAP reporting.	With fee increases, the department can recover actual costs of current levels of service.

If there are questions about this business plan, please contact Donna Vickers, Chief of Administration, (909) 387-5456.



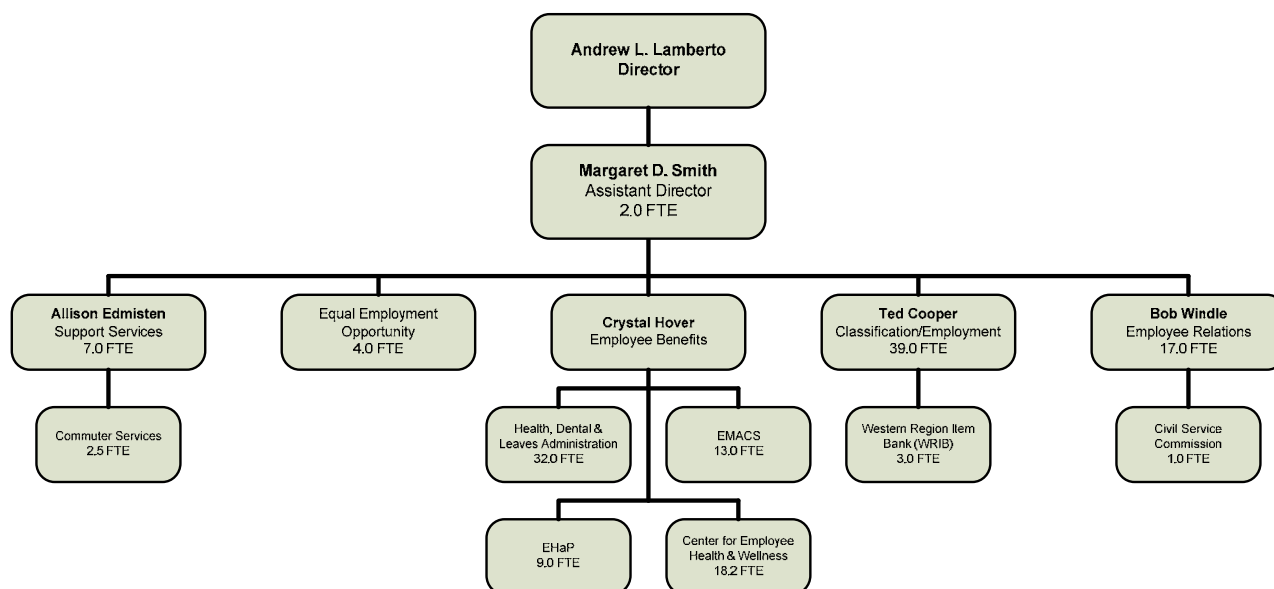
HUMAN RESOURCES

Andrew L. Lamberto

I. MISSION STATEMENT

The Human Resources Department is committed to providing effective customer service to all departments, employees, and constituents of the County of San Bernardino, through the timely delivery of innovative, quality human resources systems, programs, and services.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The Human Resources Department administers the County's human resources programs. This includes the responsibility for recruitment, employment testing, and certification of eligible candidates; establishment and maintenance of classification and compensation systems and practices; employee relations; employee benefits; systems and program administration for a portion of the Employee Management and Compensation System (EMACS); the Equal Employment Opportunity office; and the Commission on the Status of Women. Human Resources also shares responsibility, through a partnership with Human Services, for countywide organizational and employee development.

In addition, the department is responsible for the management of the Western Region Item Bank (WRIB). This is a cooperative, computer-based test question bank used by 167 public agencies to develop employment tests. Each participating agency pays an annual fee.

The Center for Employee Health and Wellness (CEHW) is part of the Employee Benefits and Services Division. CEHW is responsible for employee and applicant pre-placement and in-service medical examinations, medical records, representing the county in hearings before the Civil Service Commission regarding appeals of medical findings, and advising the county's management on compliance with Occupational Safety and Health Administration (OSHA) regulations and occupational medical problems.



IV. 2005-06 ACCOMPLISHMENTS

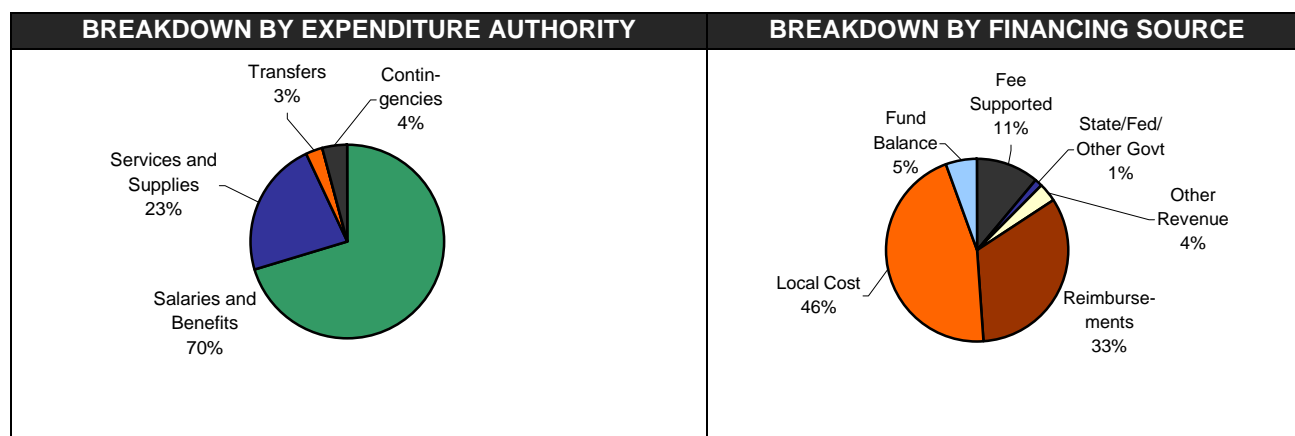
- Successfully completed the countywide Clerical Study involving approximately 3,400 positions; 10% of the recommended outcomes were appealed to an arbitrator and the county prevailed in 93% of those cases.
- Successfully managed the county's effort to satisfy the AB 1825 (sexual harassment training) mandate of September 2004, requiring employers with 50 or more employees to provide at least two hours of sexual harassment training to any employee performing supervisory duties by January 1, 2006. Approximately 3,000 employees were trained between September 1, 2005 and October 31, 2005.
- In 2004, California adopted federal standards to comply with the Americans with Disabilities Act (ADA), which included making the internet/intranet accessible to visually impaired individuals. The visually impaired community is now able to access and navigate the Human Resources website with great ease by means of an audio program.
- Collaborated with the Information Services Department to develop a fully automated process for WRIB members to obtain testing materials. WRIB members can now access their accounts via a secured web-based connection, which has reduced the waiting period by 66%.
- Successfully negotiated Memoranda of Understanding with the Attorney unit; Specialized Peace Officer and SPO Supervisory unit; Per Diem Nurses unit; Safety unit; and Safety Management and Supervisory unit.
- Revised the standard work performance evaluation (WPE) and implemented a quarterly report noting timely/untimely WPE's by department. The core competencies used to measure an employee's customer service skills were revised in accordance with the Service FIRST philosophy; in addition, this ongoing project ensures employees receive timely feedback on their work performance.
- Received a 2006 Achievement Award from the National Association of Counties (NACo) for the Retirement Medical Trust (RMT) Fund. The RMT is a trust to which the County makes contributions on behalf of eligible (vested) active employees for their retirement benefits' needs. The RMT is used to pay for or defray out-of-pocket medical, dental and vision expenses that arise once an employee is retired.
- Established a formal Dress and Grooming Policy that received national recognition and was used as a guideline for many public sector agencies to follow. Additionally, the Human Resources Director was asked to speak on the subject at a recent Labor Relations Conference. This policy was written to ensure County employees set forth a credible and professional image in the workplace and within the community. It was designed to be a guideline for departments, yet allows departmental discretion depending on the nature of work being performed or other specific event.

V. 2006-07 SUMMARY OF BUDGET UNITS

	2006-07				
	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
Human Resources	7,010,040	302,500	6,707,540		100.0
The Center for Employee Health and Wellness	972,404	635,404	337,000		18.2
Unemployment Insurance	4,000,000	-	4,000,000		-
Commuter Services	819,594	505,000		314,594	2.5
Employee Benefits and Services	3,413,873	2,410,017		1,003,856	33.0
TOTAL	16,215,911	3,852,921	11,044,540	1,318,450	153.7



VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: ASSIST COUNTY DEPARTMENTS IN ATTRACTING AND RETAINING HIGHLY QUALIFIED STAFF.

Objective A: Develop a plan to promote the county as an employer of choice to attract highly qualified candidates.

Objective B: Through partnerships with several county departments, implement and expand the marketing plan to promote the county as an "Employer of Choice".

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
1B. Percentage increase of contacts made due to the marketing efforts of the department (15,000 contacts in 2006-07).	NEW	NEW	NEW	15%

Status

In 2006-07 the department received one-time general fund financing in the amount of \$200,000 to retain a consultant to develop and implement a marketing plan to promote the county as an "Employer of Choice". A request for proposals (RFP) has been issued to hire a marketing firm to develop a brand, marketing plan, redesign the website, etc. Consultant services are expected to be in place by January 2007.

The department realizes the competition to recruit and hire highly qualified applicants continues to increase. At the same time, the number of available applicants in all fields is steadily declining. The department aggressively seeks *contacts* at job fairs, schools/universities, and other functions. This differs from an *applicant* because the department initiates the meeting with a *contact* whereas an *applicant* initiates communication with the department.

The Human Resources Department will continue to work toward the goal that was established in the prior year. The department has identified new objectives for 2007-08 which will continue to assist with accomplishing the mission of the department. Human Resources will be focused on improving the benefits services and recruitment efforts for its customers.

GOAL 2: INCREASE AND IMPROVE DELIVERY OF HUMAN RESOURCES SERVICES TO CUSTOMERS.

Objective A: Market the benefits of WRIB membership to public agencies.

Objective B: Increase accessibility to services provided by the CEHW to meet the needs of the County's workforce in the High Desert.



Objective C: Roll-out “My Health Matters!” program.

Objective D: Improve the turn around time for qualified applicant lists.

MEASUREMENT		2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
2C.	Completion rate for the Health Risk Assessment (HRA).	NEW	NEW	2%	15%
2D.	Percentage decrease in written exams (564 exams in 2006-07).	NEW	NEW	NEW	10%

Status

In 2006-07, the Human Resources Department received one-time general fund financing in the amount of \$63,000 to develop and implement a marketing plan regarding the benefits of WRIB membership to public agencies. The department also received ongoing general fund financing in the amount of \$316,000, and \$21,000 in one-time funding to open a CEHW clinic in the High Desert five days per week to increase accessibility to services and meet the needs of the county's workforce in the High Desert.

The “My Health Matters!” initiative is a proactive approach to foster a healthy, productive work force on an employee-by-employee basis. This will be accomplished through education, personal attention and increased awareness. The by-product of this initiative will be cost leveling, and ultimately cost reduction, of employee benefits. Employees will be engaging in activities and programs that will aid them in the prevention of, early detection for, and/or better control of health issues. The cost commitment of this initiative will allow the county to maintain the current level of benefits for a better price. This initiative also directly ties into the county's Employer of Choice program reflecting the desire to create a healthy work environment that continues to attract qualified applicants. The initial measurements are targeted toward a level of individual awareness of the “My Health Matters!” program. We are targeting a 15% completion rate for the Health Risk Assessment (HRA). The industry standard for voluntary completion of the HRA is 10-14% of the employee population. Of the individuals who complete the HRA, the department is targeting a 20% enrollment rate into more detailed health awareness/health management programs. These two measurements will be initial indicators of the level of engagement. The overall goal is to have a greater than 50% completion rate for both. The initial cost containment objective is to have no health care premium increases beginning the 3rd year of the program.

Over the last few years the department has grown increasingly concerned about the number of applicants that are lost because the evaluation process does not allow job offers to be made in a timely manner. In examining the processes, one item of concern is the number of written tests that are administered relative to training and experience evaluations. In many cases, a written test is not a good predictor of job success. Over the next few months, Human Resources will meet with each department, evaluate the need for written examinations, and develop alternative means of assessing applicants where warranted. By decreasing the number of written exams, the department will be able to generate a list of qualified applicants in a shorter time.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Policy Item 1: The department received \$200,000 in one-time general fund financing to develop and implement a marketing plan to promote the county as an “Employer of Choice”.

Policy Item 2: The department received \$63,000 in one-time general fund financing to develop and implement a marketing plan regarding the benefits of WRIB membership.

Policy Item 3: The department received 3.0 additional positions, and \$316,000 in ongoing general fund financing, and \$21,000 in one-time funding to open a full-time CEHW clinic in the Victor Valley area and increase accessibility to meet the needs of the county's workforce in the High Desert.

Policy Item 4: The department received \$110,371 in ongoing general fund financing for 2.0 additional positions to achieve appropriate staffing levels to manage EMACS.



MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
P1. Percentage of qualified applicants (i.e. those who meet the minimum requirements).	64%	69%	69%	70%
P2. Percentage increase of WRIB members (164 members in 2005-06).	N/A	5%	5%	5%
P3. Percentage of County employees working in the High Desert area that are treated by the CEHW (468 employees in 2005-06).	N/A	25%	10%	50%
P4. Percentage of accuracy in processing payroll documents.	N/A	85%	85%	90%

Status

A request for proposals (RFP) has been issued to hire a marketing firm to develop a brand, a marketing plan, a redesign of the Human Resources website, and to further promote the county as an "Employer of Choice". Consultant services are expected to be in place by January 2007.

The department is currently taking advantage of opportunities to ensure WRIB has higher visibility with public agencies. Staff members will be attending the National Labor Relations conference scheduled for Spring 2007, and other conferences and job fairs throughout the year to promote the benefits and services of WRIB membership.

Human Resources is currently in the process of securing a High Desert facility to house a full-time CEHW clinic, and anticipate opening in early 2007. Because the department was not able to secure a facility earlier in the year, the 25% projection for employees served has been reduced to 10%. The Board approved the addition of a Clinic Assistant, Contract Occupational Health Physician, and Licensed Vocational Nurse II. The department plans to hire these three positions in January, prior to the opening of the facility.

The department is in the process of recruiting the Office Specialist and Education Specialist for EMACS, and positions should be filled by December 2006.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department is not requesting any additional general fund financing for 2007-08.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
In 2007-08, the department proposes to establish a new fee for rabies vaccinations. This service will be provided to Animal Control Officers and covers bat, dog and rodent bites.	This vaccination was requested by the Public Health Department for Animal Control Officers who are exposed to bites, or it can be used as a preventative measure administered at the time of hire.
The department will propose other fee increases and decreases for the CEHW, as the majority of these fees have not been reviewed since inception and are not adequately recovering costs.	With the proposed fee increases, the department will be able to recover actual costs and maintain current levels of service.

If there are questions about this business plan, please contact Andrew L. Lamberto at (909) 387-5570.



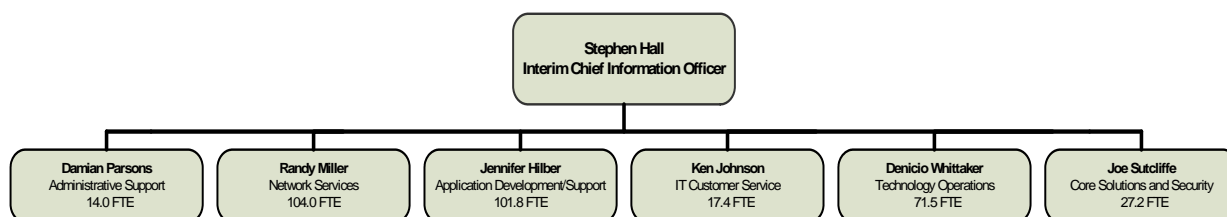
INFORMATION SERVICES

Stephen Hall

I. MISSION STATEMENT

The Information Services Department (ISD) provides secure, innovative, contemporary, and accessible technology in computer, media, and communication services in the most cost effective manner, to enable departments and agencies to accomplish the mission of San Bernardino County.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

ISD provides service in five major areas: Network Services, Application Development and Support, Information Technology (IT) Customer Service, Technology Operations, and Core Solutions and Security. Each service plays an intricate role in supporting county departments that provide the citizens of San Bernardino County with hundreds of services that promote health, safety, well-being and quality of life.

The **Network Services** division provides for the design, operation, maintenance and administration of the largest county-operated telecommunications phone network in the country; the county's Regional Public Safety Radio System that integrates all countywide sheriff, police and fire emergency radio dispatch capabilities; the paging system that consists of over 7,000 pagers; and the Wide Area Network (WAN) that securely joins approximately 18,000 county users together for the efficient use of technology. ISD manages a countywide microwave system (64 sites) that helps provide transport capabilities for each of the individual systems listed above.

The **Application Development and Support** division provides support for county departments as they develop, enhance, and maintain business applications on a variety of hardware and software platforms. These applications include the county's enterprise accounting, payroll, budget, personnel, document imaging, public web sites, geographical information system and many other business line systems. ISD consults with departments to identify cost effective ways of conducting business and often provides business process reviews, cost analysis, and overall recommendations in the acquisition and integration of new systems.

The **IT Customer Service** division assists departments in ensuring that their technology and business objectives are achieved. The division provides a Technology Support Center to handle service requests and problem tickets, and IT Account Representatives to coordinate and assist departments in meeting their business and technology objectives.

The **Technology Operations** division provides for the design, operation, maintenance and administration of the county's enterprise data center which supports the county's mainframe and includes server management for over 160 servers, integrated document imaging infrastructure for digitizing paper records, and print operations for bulk printing functions required by the county.

The **Core Solutions and Security** division provides the county with global email, security direction, and technology policies and procedures, along with technical services that support desktop communications and functions county-wide.



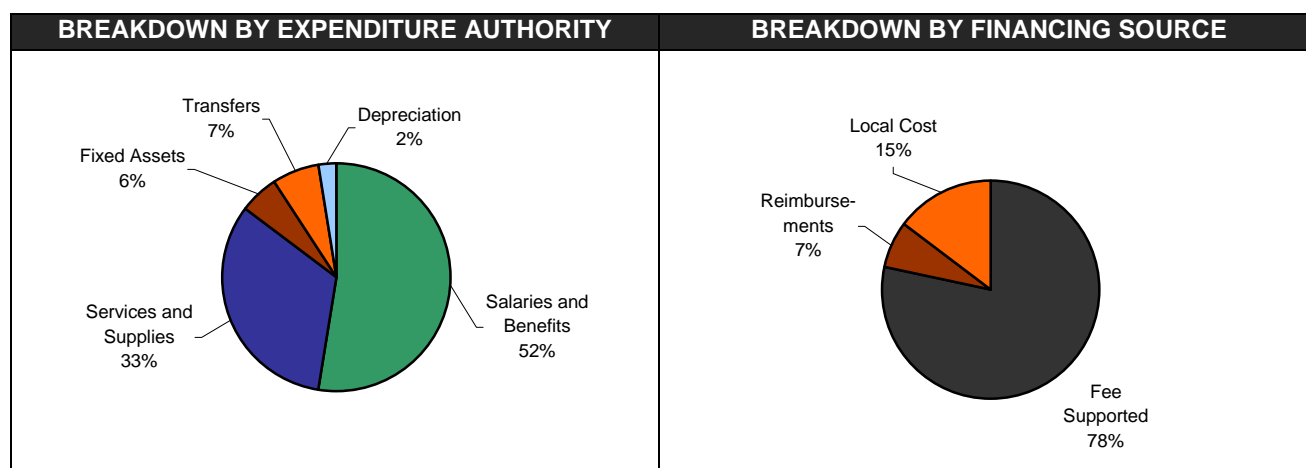
IV. 2005-06 ACCOMPLISHMENTS

- Installed a wireless infrastructure at the County Government Center.
- Implemented Active Directory, Microsoft's latest technical architecture, within ISD and seven county departments to improve the efficiency of departmental computer systems; implemented Systems Management Software (SMS) to provide for remote support and software repairs.
- Implemented Internet Security and Acceleration (ISA) Proxy Solution within ISD to allow internet blocking of selected categories of websites; also implemented password encryption for software security infrastructure.
- Implemented trend enterprise and anti-virus solution within ISD with the intent to make the solution available county-wide to provide for automatic daily updating of virus protection.
- Developed and established virtual hosting on Intel-based hardware architecture. Virtual hosting allows one physical server to run multiple operating systems which reduces the associated costs of adding and supporting additional servers.
- Organized quarterly technology showcases for county departments to meet with major vendors to view information technology solutions to assist with future planning.

V. 2006-07 SUMMARY OF BUDGET UNITS

	2006-07				
	Operating Exp/ Appropriation	Revenue	Local Cost	Revenue Over/ (Under) Exp	Staffing
Application Development	13,595,036	4,832,240	8,762,796		102.8
Computer Operations	21,465,435	22,323,795		858,360	135.1
Network Services	18,943,932	19,244,491		300,559	105.0
TOTAL	54,004,403	46,400,526	8,762,796	1,158,919	342.9

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROVIDE TECHNOLOGY SOLUTIONS THAT ENABLE CUSTOMERS TO BETTER SERVE THE CITIZENS OF THE COUNTY.

Objective A: Provide countywide services enabling departments and their applications to communicate efficiently and effectively.

Objective B: Assist departments in identifying and implementing cost effective business solutions.

Objective C: Deliver innovative 800 MHz Radio communications solutions including design, configuration, implementation, and ongoing maintenance by moving 800 MHz Radio systems hardware and software to a vendor supported platform.

Objective D: Build and sustain a robust hardware and software support infrastructure to deploy countywide technology solutions.

Objective E: Prepare applications for technology advances to ensure ongoing supportability for customers.

Objective F: Make more efficient use of the County owned network to reduce telecommunication costs.

Objective G: Develop a high-capacity alternate route between the San Bernardino Valley and the High Desert to accommodate high-speed data traffic.

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
1A. Complete migration of ISD user accounts to Active Directory and offer Active Directory to other county departments (315 ISD user accounts).	75%	100%	100%	N/A
Complete Migration of ISD customer departments in Active Directory to the latest Microsoft Exchange environment.	20%	50%	75%	100%
1B. Percentage of customers requesting application upgrades deployed that are compatible with Windows Vista (Microsoft's latest computer operating system) and Microsoft Office 2007.	NEW	NEW	0%	100%
1C. Percentage of 800 MHz site controllers moved to a digital capable and vendor supported platform. Controllers are the hardware component located at various sites throughout the County that enable radio connections between dispatchers and emergency personnel.	NEW	NEW	25%	50%
Percentage of total projected RED radios online (1200 red channel radios).	10%	100%	100%	N/A
1D. Percentage decrease of Windows physical servers. (150 servers in 2005-06).	N/A	8%	13%	20%
Percentage increase of public viewing of documents stored on our infrastructure.	N/A	10%	0%	10%
1F. Percentage of Internet Protocol (IP) based connections established for telephone usage between the County's main telephone locations.	NEW	NEW	10%	100%
Percentage of IP based connections established for telephone usage between the County's main telephone locations and outlying locations.	NEW	NEW	0%	50%
1G. Percentage of network that has been reconfigured to fully utilize new link and bandwidth.	NEW	NEW	10%	75%

Status

Last year, the ISD business plan focused on initiatives designed to restore confidence and trust in the ability of ISD to keep the county up to date in supported platforms and systems security. The department successfully implemented password encryption for software security infrastructure, and developed and established virtual hosting on an Intel-based hardware architecture. The 2006-07 performance measure "Percentage of new technologies introduced through implementation procedures" was determined to be an inadequate measure of Objective B, and has been replaced with 1B above, as a major focus in 2007-08 will



be upgrading existing applications to be compatible with Windows Vista and Office 2007. Keyhole has been replaced by Google Earth as the access to GIS technology. These improvements support ISD's mission of enabling our customers to serve the citizens of the county. The percentage increase of public viewing of documents was not realized for 2006-07 because this project has been postponed due to the unavailability of data. Although ISD maintains the architectural design to provide public access to records from various county departments, the implementation of this accessibility has been suspended due to a delay in the determination of document ownership.

This year, all ISD divisions will provide input for a five-year strategic technology plan to better prepare the county for changing technologies and minimize impacts. The department will create and implement guidelines for upgrading applications to operate with Windows Vista and Office 2007. Improvements to the county's radio communications network have begun with the installation of new switches to provide enhanced radio coverage in the desert and mountain regions; additional improvements are scheduled for the upcoming year.

ISD will continue to work on the Federal Communications Commission (FCC) mandated 800 MHz Rebanding project next year. The contract with the West End Communications Authority 800 MHz Public Safety Radio System (WECA) has been drafted and will be brought to the Board to implement improvements to the communications system serving the cities in the West Valley portion of the county. In addition, the RED Channel System for 800 MHz valley-wide radio interoperability between various law enforcement agencies will be 100% complete by the end of 2006-07.

GOAL 2:	IMPROVE CUSTOMER SATISFACTION BY DELIVERING BUSINESS PRODUCTS AND SERVICES THAT EXCEED CUSTOMER EXPECTATIONS.
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Objective A: Improve business processes to meet customer product and service expectations and inform departments of ISD's products and services.

Objective B: Create an understandable funding/billing plan.

Objective C: Reorganize ISD to provide better service.

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
2A. Satisfaction rating from random product and service satisfaction surveys.	N/A	70%	70%	75%
2B. Satisfaction rating from yearly billing satisfaction survey.	NEW	NEW	70%	75%
2C. Success rate of applications deployed to production environment after review by quality assurance.	NEW	NEW	NEW	98%

Status

This year, business plan goals reflect the ISD commitment to bring clarity to business practices. ISD has implemented new cost tracking measures and staff time study reports to improve the accuracy of ISD rates. ISD and the County Administrative Office will continue to analyze services to ensure the proper use of available funding.

ISD has made good progress in its pursuit of an internal IT Operational Support System as an additional business process improvement. When fully implemented, this will give ISD not only the ability to perform work planning, including inventory and asset tracking, but also the ability to provide ISD customers with accurate and easily understandable billing. Additionally, this project includes help desk, asset tracking, and work order improvements. The project team is in the final stages of its vendor evaluation resulting from the request for proposals (RFP), which includes identifying functionality gaps and solutions, as well as documenting key business requirements to help ensure that the selected vendor will meet ISD business process improvement objectives.

An objective of ISD's 2006-07 business plan was to deploy wherever possible ISD's existing Technology Support Center's single point of entry (SPOE) service within county departments and agencies for both general technology and customer specific IT support. This service provides user departments help desk access through their desktops. In August 2006, the Economic Development Agency was added to the SPOE



service. In addition, the Department of Public Works is currently evaluating the migration to SPOE. ISD has also expanded its SPOE service support efforts to county departments regarding different types of wireless communications devices and vendors.

In 2007-08, ISD will be reorganized to provide better service to customers. Now that the county is on supported platforms, it is time to look closely at the department and make needed improvements to the structure of the organization with a customer service focus. The IT Customer Service division will be strengthened to continue their advocacy role for customers. A Quality Control Unit will be created to review all applications prior to implementation. In addition, the department will develop a high-level plan to migrate applications from the mainframe to platforms that are less expensive to support.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Policy Item 1: The department received 2.0 additional positions, and \$475,155 in ongoing general fund financing to support the enhanced functionality of the new Geographic Information System (GIS).

Policy Item 2: The department received \$95,997 in ongoing general fund financing for the addition of 1.0 Programmer Analyst to support the Employee Management and Compensation System (EMACS).

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
P1. Percentage of data conversion from the existing coverage format to the latest Spatial Database Engine format that has been completed.	N/A	75%	75%	75%
P2. Percentage of backlog projects completed. (Current backlog is 40 projects)	NEW	NEW	0%	10%

Status

The department received two new Programmer Analyst positions and funding for application development software, annual aerial images, and reimbursement funding for one Systems Support Analyst to support the enhanced functionality of the new GIS system. The following are ISD accomplishments to date:

- Upgraded from older Keyhole technology to state of the art Google Earth Server and Client software, which is currently in production.
- Processed Aerial imagery for 2006 on the Google Earth Server.
- Hired a Systems Support Analyst for full time support as a GIS database administrator (DBA).
- Identified costs for additional storage and hardware requirements for ongoing support of the GIS infrastructure.
- Hired a Programmer Analyst to be dedicated to work on GIS application development requests received by customers.
- Developing an aerial imagery cooperative agreement with the Santa Ana Water Project Authority (SAWPA) to secure 2007 aerial imagery for all urban areas of the County.
- Continuing to work with the Surveyor and Assessor departments and ESRI on the Spatial Database Engine (SDE) conversion, which is anticipated to be completed this fiscal year.

The department received ongoing general fund financing for an additional Programmer Analyst to support the EMACS system. This funding was part of a joint policy item between the Human Resources Department, Auditor/Controller-Recorder, and ISD to improve payroll processing accuracy and achieve appropriate staffing levels within EMACS. This position will participate in the EMACS system upgrade and help alleviate the current project backlog. The department is having difficulty recruiting the Programmer Analyst due to a lack of applicants possessing knowledge of the PeopleSoft application. ISD anticipates the position will be filled by the end of 2006-07, and will have some impact to the project backlog in 2007-08.



IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

2007-08 OBJECTIVES FOR POLICY ITEMS	2007-08 POLICY ITEMS
1. To integrate the existing parcel base map into the Spatial Database Engine (SDE). This advanced mapping framework combines GIS data in a common system that can be utilized by county departments, businesses, and private citizens.	<p>Upgrade of GIS and storage capacity to enable completion of data conversion from the existing coverage format to the latest Spatial Database Engine format.</p> <p>Fiber Channel Storage: 25,000 Servers: 62,500 Software Licensing: <u>30,000</u></p> <p>Additional one-time funding: \$117,500</p> <p>ESRI Maintenance and Support: <u>\$85,000</u></p> <p>Additional ongoing funding: \$85,000</p>
<p>2. Currently, the County contracts for a back-up and recovery site via a third party vendor to quickly resume operations for its mainframe-based business system in the event of a disaster. This contract also allows testing capability for Intel-based applications in preparation for a disaster. The daily usage fee for this site during an emergency is \$13,750.</p> <p>ISD is proposing to move its test and quality assurance environments for all Intel-based applications to a secure alternative site. This will provide the County a secondary site to be utilized in the event of a disaster. The test and quality assurance environments at the secondary site can be readily converted to a production environment, allowing for minimal interruption of services in case of disaster.</p> <p>Note: The need for a back-up and recovery site from a third party vendor will remain for the mainframe system. This system still contains its own set of critical applications and there are a significant number of Intel-based applications that are required to access the mainframe for data.</p>	<p>To design and implement an off-site disaster recovery system for mission critical Intel-Based platforms/applications. Some of these platforms/applications include EMACS, the Financial Accounting System (FAS), Clerk of the Board agenda system, Human Services applications, database servers, Enterprise Document Management, and SBCounty (the external web servers for the County.)</p> <p>Infrastructure hardware 620,000 User hardware 65,000 Network hardware and installation <u>139,574</u></p> <p>Additional one-time funding: \$824,574</p> <p>Annual Circuit Cost <u>77,460</u></p> <p>Additional ongoing funding: \$77,460</p>

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
P1. Percentage of data conversion from the existing coverage format to the latest Spatial Database Engine format that has been completed.	N/A	75%	75%	100%
P2. Percentage of disaster recovery site completed.	NEW	NEW	NEW	100%

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact Stephen Hall, Interim CIO, at (909) 388-5501.



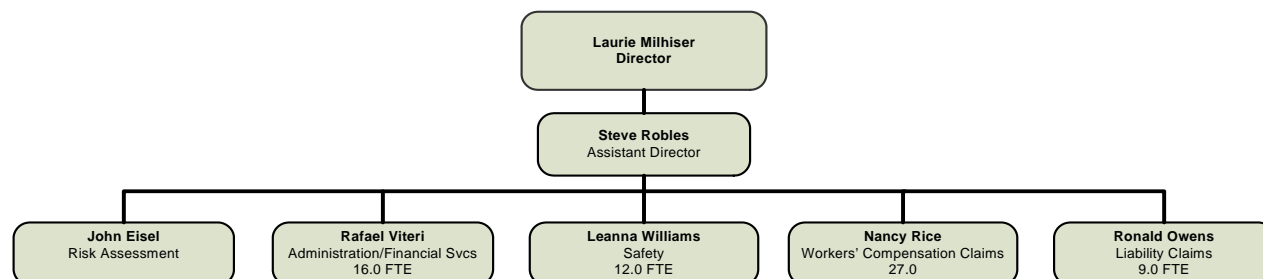
RISK MANAGEMENT

Laurie Milhiser

I. MISSION STATEMENT

Risk Management seeks to minimize the frequency and severity of financial loss to the county through a coordinated Integrated Risk Management Program which includes identification and assessment of exposures that can result in loss, effective risk reduction and loss prevention programs for identified risks, aggressive claims management, and fiscally responsible risk financing and recovery.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The Risk Management Department is composed of the following four sections: safety and loss control, workers' compensation claims administration, liability claims administration, and finance and administration. Safety and loss control staff are assigned to support each of the high-risk areas of county operations such as the Arrowhead Regional Medical Center (ARMC), Sheriff, Fire and Special Districts. Additional safety and loss control staff provide support to other county departments and provide training for county employees in areas such as safe driving and Occupational Safety and Health Administration (OSHA) mandated programs. In the last three years, safety and loss control staff have been focused on reducing repetitive motion injuries through aggressive ergonomic training.

Workers' compensation claims administration staff focus on providing the best possible care to ill and injured workers at the most economical cost. Workers' compensation benefits are defined by the State of California and recent reforms have improved the way care is provided for ill and injured workers and instituted many cost control measures. The workers' compensation claims administrators are charged with understanding and implementing this complicated delivery system, while focusing on getting ill and injured workers well and back to work as quickly as possible.

Liability claims administration staff manage the myriad of claims presented to the county by third parties. Liability claims adjusters coordinate the settlement of legitimate claims with insurance carriers and approve payments from self-insurance funds. Working with County Counsel and outside law firms, the adjusters manage the defense of disputed claims and provide support as needed.

The finance and administrative sections of the Risk Management Department oversee approximately \$90 million in self-insurance funds. Working with the Director of Risk Management, Administration manages all aspects of the county insurance programs and oversees the placement of insurance to provide the broadest possible coverage at the most economical cost. This involves the preparation of underwriting data for the various exposures and generation of regular requests for proposals to brokers and other vendors. This section provides data that is used to make the annual actuarial projections that form the basis for assessments to county departments that fund the various insured and self-insured programs. In addition, the finance section processes all payments to vendors and/or claimants in the liability, workers' compensation, safety, and Emergency Medical Services (EMS) programs.



Another aspect of administration is risk assessment. Risk assessment, in conjunction with County Counsel, works with various county departments to assure that county contracts contain appropriate risk transfer language and insurance requirements to protect the interests of the county. It also oversees the contract with Periculum Services Group, a contractor that monitors the documentation of insurance from contractors, to verify that required coverage is in place. Risk assessment also works with county departments to assist them in understanding exposures created by contractual relationships and alternatives for managing these.

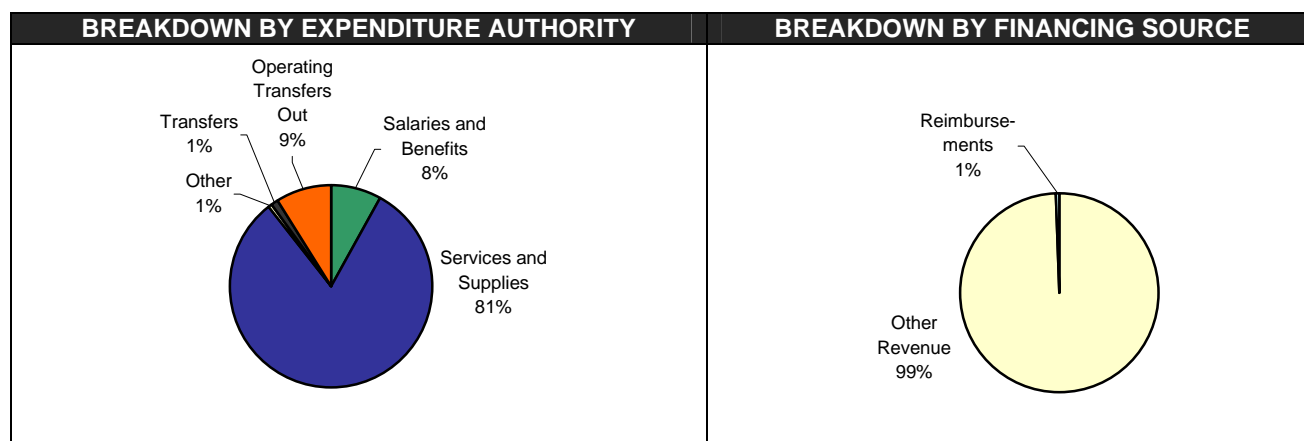
IV. 2005-06 ACCOMPLISHMENTS

- Introduced the concept of Integrated Risk Management to county departments. This approach is designed to help departments integrate risk management into daily operations and understand how risks can be managed consistent with, and in support of, departmental goals and the mission of the county.
- Instituted annual actuarial studies as opposed to biennial; the actuarial analysis attempts to forecast the ultimate cost of claims as of a given date, usually the end of the fiscal year, and helps the risk manager evaluate options and recommend the optimum balance of risk retention and risk transfer.
- Met the 3rd year goals of the five year plan to achieve funding at the 70% marginally acceptable confidence level in the self-insurance funds, as determined by actuarial analysis, by June 30, 2008.
- Accomplished continued success with the ergonomic program implemented three years ago; this program is instrumental in reducing loss severity for ergonomic injuries.

V. 2006-07 SUMMARY OF BUDGET UNITS

2006-07			
	Appropriation	Revenue	Revenue Over/ (Under) Exp
Operations	6,320,807	6,320,807	-
Insurance Programs	60,686,873	97,127,583	36,440,710
TOTAL	67,007,680	103,448,390	36,440,710
			Staffing
			71.0
			-
			71.0

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: MINIMIZE RISK MANAGEMENT COSTS AND STABILIZE PREMIUMS CHARGED TO COUNTY DEPARTMENTS.

Objective A: Improve contract management relative to risk transfer.

Objective B: Reduce the average cost per claim for workers' compensation and general liability.

Objective C: Achieve 80% "target" confidence level in self-insurance funds as recommended by actuarial analysis.

Objective D: Evaluate alternative insurance placements and combinations of insurance and self-insurance to minimize the cost of risk.

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
1A. Percentage of verified compliance with contractual insurance requirements.	<50%	80%	<50%	80%
1B. Reduce average cost per workers' compensation claim. Reduce average cost per general liability claim.	\$19,732 \$11,179	≤ \$17,500 ≤ \$ 5,800	\$17,500 \$9,800	≤ \$18,500 ≤ \$10,000
1C. Confidence level achieved in the self-insurance funds as determined by actuarial analysis.	NEW	NEW	NEW	80%

Status

The Risk Management budget is funded by premiums paid by all county departments. Therefore, controlling Risk Management expenditures is beneficial to all county departments. The factors that strongly influence Risk Management costs are the frequency of losses (the number of losses or injuries in a given period), the severity of losses (the actual dollars paid once a loss or injury occurs), and the cost of insurance premiums. An additional factor that influences the premiums charged to county departments is the restoration of fund balances or reserves to cover self-insured or retained losses that fall below insurance levels. During the 1990's, severe budget problems resulted in no premium assessments and, consequently, funds to pay these retained losses were reduced well below prudent levels. In 2001, a commitment was made to restore the fund balances to the 70% marginally acceptable confidence level as estimated by actuarial analysis by June 30, 2008. Thus, premiums charged to county departments are based upon the amount of money needed to fund current expenses, plus an additional amount to restore the fund balances. In 2007-08, the department plans to achieve funding at the 80% "target" confidence level in the self-insurance funds. Once these prudent reserves have been established, premiums charged to county departments are anticipated to be reduced. The first goal and related objectives address reducing the total cost of risk to the county.

Historically, the county has attempted to maximize the purchase of insurance because of the inadequacy of self-insurance reserves. With the commitment to fund the reserves at prudent levels comes the opportunity to reduce the amount of insurance purchased and the premiums paid for insurance. The department contracted with a consultant to perform a risk retention study designed to help the county evaluate risk-financing options beyond just the purchase of insurance. In addition, the actuarial consultant has been asked to provide estimated ultimate costs of claims based on assumed higher self-insurance retentions. During 2007-08, Risk Management will evaluate insurance/self-insurance alternatives to either confirm or propose changes to the ratio of insurance to self-insurance.

In 2006-07, a new insurance certificate tracking system was implemented, however, data conversion from the prior vendor created some difficulty in bringing the system to full function. As a result, the percentage of verified compliance with contractual insurance requirements will be directly impacted, and is estimated to be below 50% for 2006-07. The Insurance and Indemnification Standard Practice (11-07SP) was also revised.

Claims related expenditures for the Workers' Compensation program remained under \$20 million for the second straight year. This increased the savings for this program to approximately \$8 million over the last two years. In addition, San Bernardino County has a 127% loss ratio in the general liability program.



Although loss ratios are generally considered good when they are below 100%, the 127% figure is among the lowest in the CSAC-EIA pool. Nonetheless, higher severity of claims experienced in recent months compels the department to project a higher average cost of liability claims. The average cost of Workers' Compensation claims is also projected to be higher during 2007-08 as a result of the impact of inflationary components built in the latest legislation, and because of the possible approval of proposed legislation that will institute changes against the reforms brought by SB 899.

GOAL 2:	IMPROVE CUSTOMER SERVICE BY PROVIDING INTERACTIVE COMMUNICATION OF RISK MANAGEMENT DATA.
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Objective A: Upgrade department management information system.

Objective B: Upgrade the department website.

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
2A. Percentage increase of visits to the Risk Management website (current average 130 per month).	NEW	NEW	NEW	50%

Status

During 2006-07, Risk Management introduced the concept of Integrated Risk Management to county departments. This is a paradigm shift that seeks to align the strategies, processes, people, technology and knowledge in the organization to meet risk management objectives. In order to successfully integrate this concept into daily operations there is a need to provide departments with better access to risk management data and information. The installation of a Risk Management Information System will assist the department in reaching this objective. Currently, departmental information is available on a yearly basis. In 2007-08, Risk Management will be able to provide information monthly, and departments will be able to access the information at anytime. A proposed upgrade to the Risk Management website will incorporate this tool and make it available to a wider audience. The current website provides two basic services: claims forms and Risk Management policies. In addition to these services, the upgraded website will have workers' compensation claim status, contractual compliance status, and claim related financial status. This goal and related objectives address the need to upgrade the data systems within the Risk Management Department so that accurate, timely information can be provided to other county departments which will assist them in meeting their risk management obligations.

The 2006-07 objective to develop data and criteria for determining the top five risks of financial loss to the county will be temporarily set aside until the Risk Management Information System and website upgrade have been implemented. Once these tools are operational, the department will revisit methods to achieve this objective.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department did not have any approved policy items for 2006-07.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department is not requesting any additional general fund financing for 2007-08.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact Laurie Milhiser, Director, at (909) 386-8620.



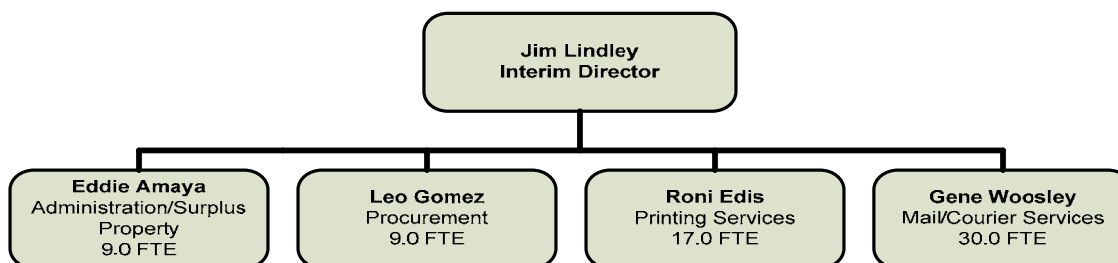
PURCHASING

Jim Lindley

I. MISSION STATEMENT

The Purchasing Department is dedicated to manage for our customers the most cost-effective and efficient procurement of quality goods and services in support of the County of San Bernardino mission and goals. We will accomplish this through exceptional customer service, innovative processes, and sound business practices. In addition, we provide in-house services such as comprehensive mail services, printing, and surplus property and storage operations through three internal service programs (Mail/Courier Services, Printing Services, and Surplus Property and Storage Operations).

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The Purchasing Department is responsible for the acquisition of equipment, services, and supplies used by county departments and Board-Governed Districts. In addition, Purchasing is responsible for the management of three internal service programs (Mail/Courier Services, Printing Services, and Surplus Property and Storage Operations). Purchasing also manages and arranges for the sale of county surplus property.

The Purchasing Department strives to provide service to all county departments, Board-Governed Special Districts, and outside agencies and municipalities with sources of quality products with reasonable prices and timely deliveries. All willing vendors will be given the opportunity to provide pricing on their products and services in a fair, open, and competitive environment. Purchasing accomplishes this mission by treating each department, employee, and vendor with respect, integrity, and understanding. By extending this treatment to all, Purchasing fulfills the purchasing obligation of the County of San Bernardino.

IV. 2005-06 ACCOMPLISHMENTS

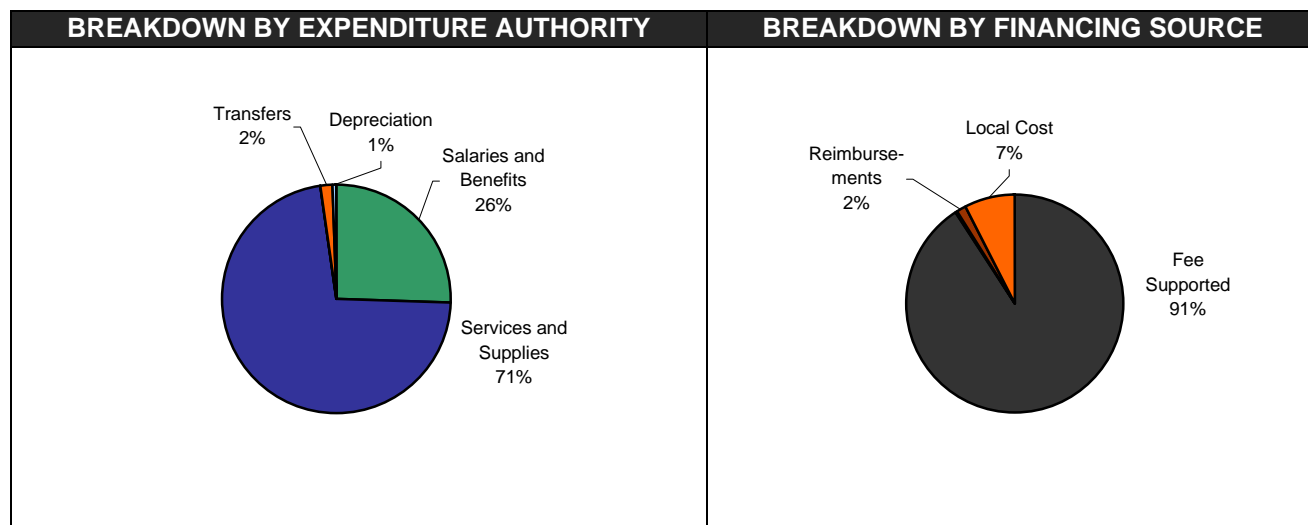
- Awarded the “Achievement of Excellence in Procurement (AEP) Award” for 2005.
- Assisted in Relief Effort for Hurricane Katrina.
- Rolled out the Cal Card Program countywide.

V. 2006-07 SUMMARY OF BUDGET UNITS

	2006-07				
	Appropriation	Revenue	Local Cost	Revenue Over/ (Under) Exp	Staffing
Purchasing	1,235,858	35,000	1,200,858		15.0
Surplus Property and Storage Operations	4,500,088	4,637,023		136,935	8.0
Mail/Courier Services	7,463,766	7,548,000		84,234	31.0
Printing Services	2,560,028	2,586,287		26,259	16.0
TOTAL	15,759,740	14,806,310	1,200,858	247,428	70.0



VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: INITIATE AND CONDUCT A COUNTYWIDE QUARTERLY TRAINING PROGRAM THAT TRAINS COUNTY EMPLOYEES ON SPECIFIC PROCUREMENT AND THE INTERNAL SERVICE FUNDS POLICIES AND PROCEDURES.

Objective A: Train Purchasing staff to conduct the training.

Objective B: Advertise training on Countyline and through the Annual Training List. Schedule County employees to attend the training.

Objective C: Survey county employees who have attended the training to receive feedback.

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
1B. Percentage increase of county employees who have been trained by Purchasing in specific Procurement and Internal Service Funds policies and procedures (150 employees in 2005-06).	N/A	15%	20%	40%

Status

The Purchasing Department conducts annual procurement training in the spring for all county employees. This proposed training would supplement the current training by focusing on specific topics that have been chosen by Purchasing users who attend the annual training. The training will be conducted in small groups and will be no longer than two hours. The training will be free of charge and will take place at the Purchasing Department. The goal of the training is to have Purchasing customers (county employees) purchase more efficiently within their respective departments, and to inform county employees on the services offered by Purchasing's three Internal Service Funds (Mail/Courier Services, Printing Services, and Surplus Property and Storage Operations). The training will enhance both performance and compliance throughout the county.



GOAL 2: INCREASE THE NUMBER OF BUYER II'S THAT EARNS THE C.P.M. ACCREDITATION WITHIN THE PURCHASING DEPARTMENT.

Objective A: Acquire training materials from the Institute of Supply Management or attend classes conducted by the California Association of Public Purchasing Officers (CAPPO).

Objective B: Have Buyer II's take and pass appropriate exams for Certified Purchasing Manager accreditation.

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
2B. Percentage of Buyer II's that have earned the C.P.M. accreditation (current staff is 10 Buyer II's).	N/A	10%	10%	20%

Status

The Purchasing Department encourages its staff to acquire the highest certification possible for their profession. For purchasing professionals such as Buyer II's and Buyer III's, there exists the Certified Purchasing Manager (CPM) accreditation. The CPM is nationally accepted as a standard of competence and knowledge for the purchasing and supply management field. The end result is a professional, qualified, and knowledgeable staff that is fully trained in all county, state, and federal purchasing laws and statutes.

GOAL 3: RE-ADVERTISE THE CAPABILITIES OF THE INTELLIGENT INSERTING OF MAIL TO COUNTY DEPARTMENTS AND ANY OUTSIDE AGENCIES AND MUNICIPALITIES.

Objective A: Have Purchasing Business Systems Analyst II, ISD, and the Bell & Howell Company assist with sessions geared to County employees on the capabilities of intelligent inserting.

In order to fully utilize the latest technology that Mail/Courier Services offers, information sessions will be conducted at various dates throughout the year explaining the advantages of using intelligent inserting technology. Intelligent inserting equipment is able to read barcodes printed on each piece of mail to obtain information about the length of the document and which inserts are to be included with it. Running at speeds up to 8000 pieces per hour, automatic inserters accurately complete even the most complicated mailings faster than ever before.

GOAL 4: STANDARDIZE THE CURRENT REQUEST FOR PROPOSAL (RFP) PROCESS TO CREATE AN RFP TEMPLATE FOR ALL COUNTY DEPARTMENTS TO USE.

Objective A: Standardize two RFP templates (one for services and one for supplies).

Objective B: Post templates on the department shared drive and Countyline. Update templates as changes occur.

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
4B. Percentage of changes that are posted to the templates as they occur.	NEW	NEW	NEW	100%

Multiple RFP templates are being used currently within the Purchasing Department and throughout the county. By creating two RFP templates (one for services and one for supplies), the department will become more efficient and accurate in preparing and releasing RFPs. These templates would be posted on the department's shared drive, and also on Purchasing's web site on countyline by the end of the first quarter of 2007-08. This would give access to all county employees. Both templates would be updated continuously by department staff as clauses are added and deleted. Having standardized RFP templates would streamline the contract process, thus creating a more efficient process for county departments and vendors alike.



GOAL 5: CREATE AN INTERACTIVE REQUISITION FORM AND POST ON THE PURCHASING WEB PAGE ON COUNTYLINE.

Objective A: Have Printing Services create an interactive template.

Objective B: Run a series of tests to see the validity of the interactive template.

MEASUREMENT		2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
5B.	Percentage of County Departments that use the interactive requisition.	NEW	NEW	NEW	50%

An online Purchasing requisition form will be created by Printing Services. This online requisition form will not take the place of the hardcopy requisition form that is out in current circulation, but will supplement it. County employees will be able to access the online requisition from Purchasing's web site on Countyline, fill it out, and then print it utilizing carbon copy paper. Having an online requisition form will enable departments to readily edit their requisition, and will also prepare departments for the New FAS, which will incorporate online input of requisitions.

The Purchasing Department business plan is a living document and is intended to guide the work and decisions of the Purchasing Department on an ongoing basis. The business plan will be modified on a yearly basis. The Purchasing Department has organized its strategic goals and objectives to coincide with the strategic priorities set by the County of San Bernardino.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department did not have any approved policy items for 2006-07.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department is not requesting any additional general fund financing for 2007-08.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact Jim Lindley, Director, at (909) 387- 4821.

